

Bilia in brief
2020



This is Bilia

One of Europe's largest car dealers

BUSINESS AREAS

Service

- Service centres
- Damage centres
- Spare parts
- Stores and e-commerce
- Tyre centres
- Tyre hotels
- Glass centres
- Accessory services
- Car dismantling

Car

- Sales of new and used cars
- Financing and insurance
- Sales of accessories

Fuel

- Fuel sales
- Car washes

KEY FIGURES 2020

MARKET CAPITALISATION

SEK 10.4 Bn

EMPLOYEES

4,646

SOLD CARS, NEW & USED, ABOUT

95,000

TOTAL TURNOVER

SEK 30.2 Bn

UNDERLYING GROWTH IN THE SERVICE BUSINESS, SWEDEN AND NORWAY

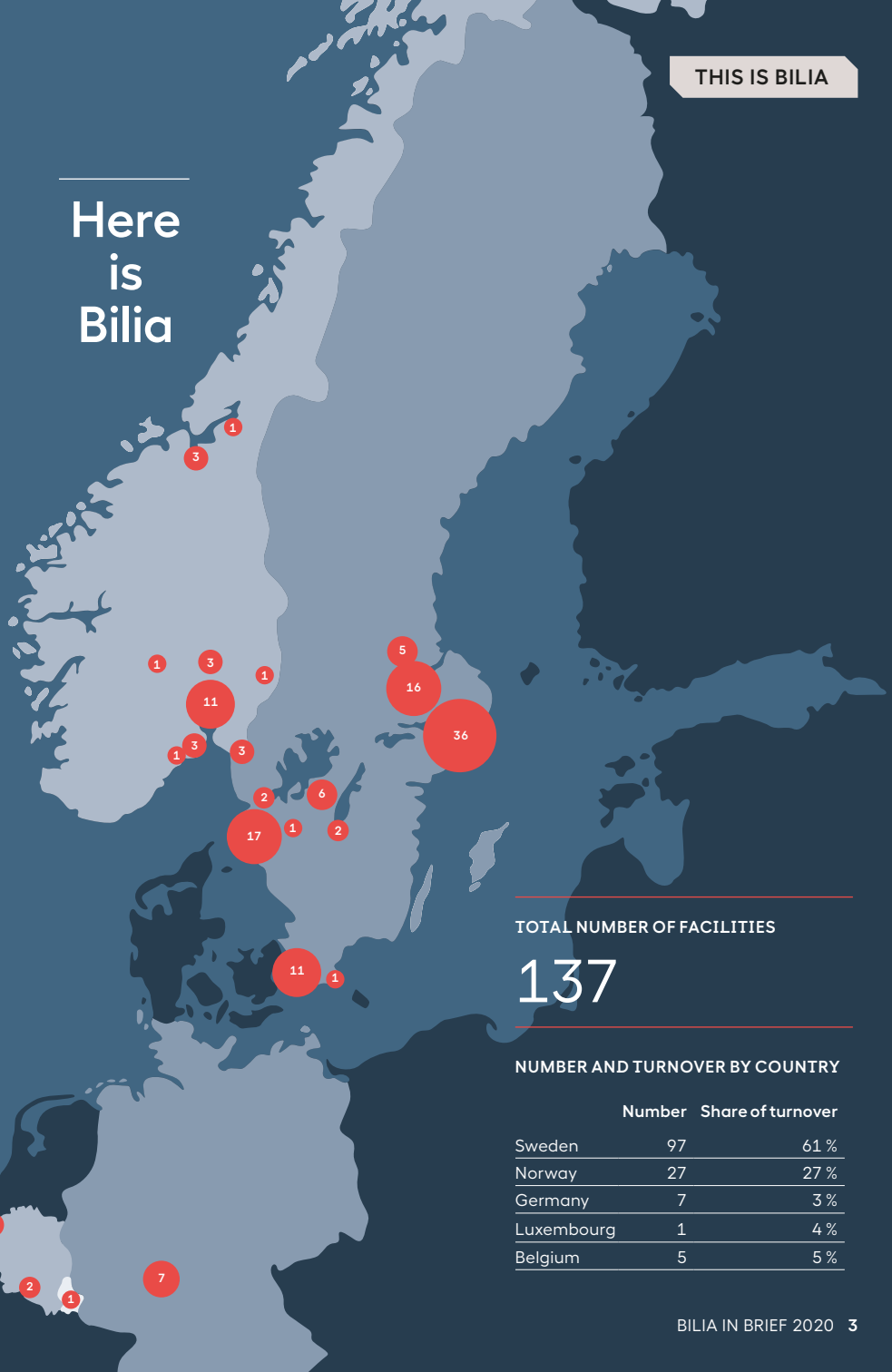
5 %

TURNOVER OUTSIDE OF SWEDEN

39 %

Here is Bilia

OUR EIGHT CAR BRANDS



TOTAL NUMBER OF FACILITIES

137

NUMBER AND TURNOVER BY COUNTRY

	Number	Share of turnover
Sweden	97	61 %
Norway	27	27 %
Germany	7	3 %
Luxembourg	1	4 %
Belgium	5	5 %

Receptiveness and consideration help us through the pandemic

EMPLOYEES. With strong core values and a compass based on pride and consideration, Bilia has what it takes to bring us through the challenges of the pandemic together.

“Together we’re taking responsibility for customers’ and each other’s health”

The spread of COVID-19 put a stop to our ability to meet up in the way we used to, and this has led to new ways of working and new customer solutions. By being receptive to customers’ new needs, we developed our service offering with a pick-up and drop-off service, key drop-boxes and individually customised car deliveries.

Internally, the rate of digitalisation has increased for meetings, communication and training. The employees have shown great respect for each other’s health, and

have worked together to adapt to the new circumstances. All in all, the challenges of 2020 have led to a stronger sense of community and higher efficiency, while also having a positive effect on the environment.

Proud and considerate employees

Dedicated, competent employees are vital to Bilia’s continued success. At Bilia all employees should have the opportunity to develop, and the working climate should create dedication to achieve set goals. All of this requires good leadership, and at Bilia we place a premium on identifying and developing the Group’s leaders. The internal strategy is based on leadership that creates proud and considerate employees.

Strong leadership is a success factor for Bilia

Bilia has Group-wide leadership expectations based on five basic principles: leading by example, taking ownership, building commitment, executing decisions, and driving results. Being a good manager requires being open to personal development, and all managers are responsible for supporting and promoting the well-being of employees and teams. Employees are supported in

developing and achieving their optimum level of performance in every phase of their development.

The foundation of professional development is the regular performance appraisal which all employees have with their immediate manager. To ensure that the internal strategy is working, annual employee surveys are carried out using an independent research company. These surveys show a good response rate, strong results, as well as a positive trend over time. All the indexes, such as leadership, commitment, team efficiency and psychosocial work environment, are above average both in general and in comparison with the industry. Follow-up of the employee survey with regard to improvement measures is a priority. All of the company’s departments draw up action plans. The aim is to identify areas with potential for improvement, and to strive to be even better.

The strong results have qualified Bilia for the research company Brilliant’s Powered by People Employee Experience Award Top 5, in the category of best employee experience for service organisations – year after year.



Strong leadership is a success factor for Bilvia. A leadership with focus on dedication and competence leads to proud and considerate employees, which in turn leads to satisfied customers. Satisfied customers are fundamental to sustainable profit development and satisfied shareholders.

Assistance with everything related to car ownership

ALL UNDER ONE ROOF. Bilia is a full-service supplier with a wide range of services, a One Stop Shop offering everything related to owning a car. Customers are treated as guests and we aim always to create a better experience.

Bilia's business model is based on the customer's need for a new or used car. Contact with Bilia takes place online and/or in a visit to one of our showrooms. Bilia offers private and business customers a wide range of models and fuel options to suit different customer requirements. In connection with a car purchase, customers are offered fi-

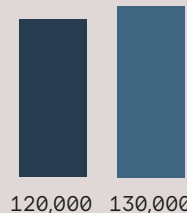
nancing and insurance solutions. In Sweden customers are offered Bilia's payment card and the CarPay mobile app to finance their car ownership. Customers are also offered services to simplify their car ownership, such as service and wheel storage subscriptions. Service subscriptions make life easy for the customers, with a fixed monthly cost. For Bilia's part they enable efficient planning and a well-balanced workload in its Service Business. Bilia has the chance to meet the customers repeatedly during the subscription period, thus strengthening relations and presenting opportunities to offer further car-related services. The wheel storage service simplifies wheel changes and makes storage easier for the customer, while also giving Bilia more chances to check if the car needs anything else. There

has been a strong upward trend in both service and wheel storage subscriptions. At the end of 2020 Bilia had 120,000 service subscriptions and 387,000 wheel storage subscriptions.

Bilia offers services for everything related to car ownership throughout its life cycle, from new to used car, to recycling parts from a dismantled car. For instance Bilia offers fuel, car washing, rental cars, tyres and wheels, car accessories, car care, servicing and repairs, paintwork and window treatment, and dent removal. Bilia has regular contact with its customer base through customer-specific offers related to car ownership. The business model puts the customer in focus and is developed in line with customer needs and requirements.

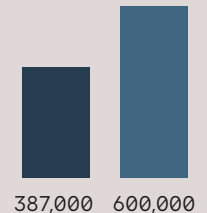


Bilia opened another three facilities for used cars in 2020. In total, Bilia now has seven facilities, as a part of the strategic focus on sales of used cars.



120,000

Bilia has more than 120,000 service subscriptions. We are aiming to increase to 130,000 in 2021.



387,000

Number of stored wheels in the Group. The long-term goal is 600,000.



Car purchase

Financing, insurance, the Bilka-card, service subscriptions, tyre hotels, paint shops, accessory and tyre and wheel sales.



Store

Accessories, spare parts and e-commerce.



Glass centres

Glass treatment, glass repair and windscreen replacement.



Tyre centres

Tyre hotels, wheel change, tyre and wheel sales and workshop services.



Stations

Fuels and car washes.



Service centres

Original service, personal service technicians and repairs.



Car care

Reconditioning and AC-cleaning.



Damage centres

Roadside assistance, body shop, paint shop and dent removal.



Rental cars

Rentals and Flexlease.



Bilka Reuse

Dismantling, rim repair, reuse and sales of used car parts.



Customer service

Telephone and online.

A better experience

EXPERIENCE. At Bilia we strive for continuous development, to be a little better each day, whatever our title or position. Working in a goal-conscious way founded on our vision, core values and customer promise creates a positive spiral, enabling us to exceed expectations and provide a better experience for customers and colleagues alike.

VISION

The best service company in the business – through consideration for our customers and colleagues.

Bilia strives to be the best service company in the business, with full-service workshops, show-rooms and a customer service offering high availability. Through consideration and professional pride, Bilia establishes a relationship with the customer that is crucial to the customer's choice. Our customer relations distinguish us from other competitors in the industry.

CULTURE AND CORE VALUES

Dedication, Competence, Genuine, Respect.

Bilia's culture and core values govern our attitude and the way we interact. At Bilia we are engaged in the meeting with customers, with each other and with suppliers. We show competence by using our expertise to find solutions and suggestions that benefit the customer the most. Being genuine and showing mutual respect build confidence in Bilia and its employees.

CUSTOMER PROMISE

A better experience.

Through management by objectives, monitoring and quality processes, Bilia works goal-consciously to be a little better every day. Our general goal is to create an experience that exceeds the customer's expectations, and adds value that distinguishes Bilia from its competitors.





Bilia wants the customer to leave us with a positive sense of consideration, a better experience than what they expect.

How Bilia create value

Bilia's resources

Relational capital

Customers, general agents, manufacturers, property owners, business partners and decision-makers that Bilia meets face-to-face, by video, and also by digital media as our website, on Facebook, Instagram, LinkedIn and Twitter.

Intellectual capital

120,000 service subscriptions and 387,000 wheels stored in our tyre hotels to create a favourable offering for the customers, ensuring simplicity of car ownership. Through our business partners we have access to products and services in line with technological developments, benefiting our customers and employees.

Human capital

4,646 employees in five countries, Sweden, Norway, Germany, Luxembourg and Belgium, all actively helping to provide our customers with a better experience and evolve Bilia further, enabling the Group to achieve its financial goals. Employees work mainly in the Service Business, Car Business, and Fuel Business.

Material capital

137 facilities in five countries, where customers can meet us to get help to buy a new or used car, purchase car accessories, buy vehicle fuel and wash, service or repair of their car and other services that simplify owning a car.

Financial capital

SEK 8,833 M invested capital from shareholders, lenders and lessors. SEK 1,572 M reinvested into the operation in the form of facilities, machinery and equipment.

Bilia offers



Sustainable value creation

Shareholders

- Profit for the year SEK 984 M
- Proposed dividend of SEK 6.00 per share
- Market capitalisation of SEK 10,424 M

Customers

- A better experience
- Simple car ownership
- A considerate service company

Employees

- Job opportunities
- Professional and personal development
- Pay, pension and benefits

Financiers and suppliers

- Long-term, mutually beneficial partnerships
- Lease payments of around SEK 515 M
- Interest payments of around SEK 72 M

Society and the environment

- Reduced energy consumption and emissions to land, water and air
- Focus on a safe, healthy working environment
- Strives to contribute to sustainable production and consumption

▶ **-5.1 %**

Total return on the Bilia share, Proposed dividend of SEK 5.25 for 2020 was withdrawn.

▶ **4.9**

percentage points higher customer satisfaction compared to other dealers in Sweden and Norway.

▶ **84 %**

Employee dedication index compared to 79 % for benchmark.

▶ **-0.2**

times. The ratio of net debt to EBITDA, excluding IFRS 16, compared to our financial goal of 2.0 times.

▶ **85 %**

Share of ISO-certified facilities in Sweden and Norway.

5 reasons to invest

1

Business model focused on development

Bilia's business model is to be a full-service supplier that offers everything a car owner needs. This is why our services are developed continuously, based on customers' wishes and requirements.

2

Digitalisation for better availability

Bilia's operations are primarily run from around 140 facilities, but digital media are also used to simplify and improve our contact with and services for customers.

3

Strong business partners

Bilia works with selected business partners, who contribute competitive products and services to Bilia's overall offering to customers.

4

Proud employees

Our corporate culture is based on proud, dedicated, considerate co-workers and leaders, and we see this as fundamental in offering a better experience and ensuring satisfied, loyal customers.

5

Stable financial position

Bilia has a majority owner with a long-term outlook, and a strong financial position. Credit limits and bond loans were refinanced during 2020.

Bilia is one of Europe's largest car dealer with a leading position within service and sales of cars, transport vehicles and supplementary services as financing and insurance. Bilia has 137 facilities in Sweden, Norway, Germany, Luxembourg and Belgium and two internet based auction sites, one in Sweden and one in Norway.

Bilia's business concept is to offer servicing, car sales and related services that bring our customers lasting value and simplicity in car ownership – in short, a better experience for our customers.

Bilia Nu +46771-400 000
bilia.com

